

HOW TO USE EDUCATIONAL FACILITIES IN A NEW WAY

- with the engagement of external customers

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<p>Abstract</p> <p>The objectives for the research were to find the new purpose of use for the education facilities through external stakeholders and to find and identify the possible stakeholders that could have a positive effect on the utilisation rate of JAMK's premises.</p> <p>The research was conducted with qualitative method, and the chosen method was semi-structured interviews. There were five interviews conducted and the aim of the interviews was to find a new purpose of use for educational facilities in JAMK University of Applied Sciences. The aim was to find possibilities for a new way of use outside the time when the premises are used for educational purposes, which could also increase the utilisation rate of premises in different campuses.</p> <p>With the research the information was gathered how the premises in JAMK University of Applied Sciences could be used in a new way. Opportunities such these could be choir practises, different events such as music concerts and cultural events, together with sport activities. Events such these could use the premises in different campus areas widely. The utilisation rate of the campuses could be increased by renting premises to external stakeholders who can operate in the premises in a new way.</p> <p>The information conducted in the research can be used in order to find new way of use for the premises together with increasing the utilisation rate.</p>		
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<p>Opinnäytetyön tavoitteena oli löytää uusi käyttötarkoitus korkeakoulukiinteistölle ulkoisten asiakkaiden tilavuokrauksen avulla. Tavoitteena oli löytää asiakkaita, jotka voisivat toimia Jyväskylän ammattikorkeakoulun tiloissa lukuvuoden ulkopuolella ja käyttää tiloja omaan toimintaansa sekä kasvattaa tilojen käyttöastetta tilojen ollessa muuten tyhjillään.</p> <p>Opinnäytetyön tutkimusosa toteutettiin laadullisen tutkimuksen keinoin, ja tutkimusmetodina käytettiin haastattelua. Haastatte oli puolistrukturoitu. Haastateltavia oli yhteenä viisi, ja haastattelujen tarkoituksena oli löytää mahdollisuuksia, kuinka Jyväskylän ammattikorkeakoulun tiloja voisi käyttää uudelle tapaa kouluaikeiden ulkopuolella. Focus työssä oli uudenlainen käyttö korkeakoulussa.</p> <p>Haastattelujen kautta kartoituivat erilaiset mahdollisuudet, kuinka Jyväskylän ammattikorkeakoulun erilaisia tiloja voisi käyttää opiskeluun käytettävän ajan ulkopuolella. Tällaisia mahdollisuuksia ovat kuoroharjoitukset, liikuntaharjoitukset ja kulttuuritapahtumat, jotka voivat hyödyntää tyhjillään olevia tiloja monipuolisesti eri kampuksilla. Jyväskylän ammattikorkeakoulun tilojen käyttöastetta ilta-aikaan, viikonloppuisin ja kesäaikaan voi parantaa vuokraamalla tiloja ulkoisille asiakkaille, jotka voivat tiloissa tuottaa ja toteuttaa omaa toimintaansa.</p> <p>Tutkimuksesta saatua tietoa voidaan hyödyntää tulevaisuudessa ajatellen tilojen käyttöasteen parantamista, sekä toteuttaessa tilojen monimuotoista käyttöä.</p>		
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1. Introduction

The research aimed at finding new purposes of use for educational facilities connect to JAMK University of Applied Sciences (JAMK), through renting premises to external customers. The objectives of the research was to find possible uses for the education facilities of JAMK through external stakeholders within the City of Jyväskylä area, and ultimately to find and identify possible stakeholders that may have a positive effect on the utilisation rate of JAMK's premises through external use.

The research was conducted using the qualitative method, and the specific method that was chosen was semi-structured interviews. This method allowed for discussion, which was vital for the nature of the research. There were five interviews conducted with the aim of finding new purposes of use for the educational facilities at JAMK University of Applied Sciences. The interviewees were working in the field of leisure activities in the City of Jyväskylä area. Some of the interviewees already had some experience of renting the premises of JAMK University of Applied Sciences. The aim of the interviews was to open up a discussion in order to find various possibilities for a new way of premises on JAMK's campuses, when the premises are not used for educational purposes. As the focus was on 'new purposes of use' for educational facilities, the new type of activities by external customers on the premises, could also increase the utilisation rate of the premises on the campuses.

The information was gathered on how the premises at JAMK could be used in a novel way, for example for training session for toddlers, or possibly for choir practices. Different events such as concerts and cultural events, together with sport activities could be possible on the campus areas of JAMK University of Applied Sciences. Events such as these could widely use the premises on JAMK's campuses: classrooms, auditoriums, sporting facilities.

The information conducted in this research could be used in order to find new uses for premises and increases the utilisation rate for educational institutes.

2. Theoretical background

“The financial strategy together with management plays a critical role in any field of business and has a core role in the support of achievement of the short, medium and long-term goals that the organisation has”

F. Booty 2009, 189

Booty goes on to state buildings are a considerable assets to organisations. A similar idea is presented in Wiggins (2010), a space, as a source of income, can be a valuable asset. Whether the facility is rented or bought, the analysis of operational needs, has affected the decision (Leväinen 2013, 80.). Leväinen goes on to state that the expenses from facilities are the second biggest cost in a corporation, as it has been noticed during the past years and when the need for cutting the expenses in a corporation has become necessary, the expense from the facility itself has been cut (Leväinen 2013, 80).

JAMK operates in rented facilities, and the premises are not effectively used. For instance during summer months from May until end of August, subletting the facilities to variety of external party would be a worthwhile option. As Wiggins (2010, 39) asserts, longer period of subletting the premises would show the benefits and also allows time for innovation. Thus for this research, the focus was to find external stakeholders, that could have an opportunity to use educational facilities in a new way, and which would have an interest longer periods of rental with JAMK’s facilities.

Learning something new is not bound to a certain place, but suitable physical surroundings support the process of learning. A facility, which is well planned and fitting for educational purposes, can support the learning process (Oppimisympäristöjen kehittäminen 2014).

As a facility, an educational facility has its unique dimension. Education is about passing the cultural legacy, creating new cultural capital and helping the development of skills to students to function successfully in the society. The main purpose of each educational institute is to promote learning, and the how learning is

indeed, effected by the surroundings of the educational facility. Educational institutes should provide inspirational settings together with promotion of social, mental and physical health (Nuikkinen 2011, 10).

2.1. Trends and issues

“Universities won’t survive because of the buildings are out of date and unsuitable”

Drucker (1997) in Marmolejo (2007, 1)

What was said by Drucker, according to Marmolejo, helped to recognise that; the management of higher education facilities is becoming complex due to the changing situation of how the higher education institutes are becoming dynamic and global enterprises. According to the research “The Future of Higher Education: A View from CHEMA”, The Council of Higher Education Management Associations (2006, 17), with 22 higher education institutes in USA, there are some critical questions that could be beneficial to keep in mind when predicting the future. Among these, two crucial questions are evident:

- Are the campuses welcoming enough to increase diversity? And whether or not there is a developed understanding of the new competition together with the new markets that the institutions might have to compete in the future?
- A further crucial question is how can, the underlying economics be altered to the institutions to contain costs while at the same time meet the increased expectations of the clients?

CHEMA’s interest was to identify and join the discussion and create conversations of how the institution can change and develop in order to support the future. For the research the new markets of external customers could bring more diversity for JAMK’s campus areas. Co-operation with external customers in the industry could bring a change for the underlying economics, as it could bring benefit to both parties in the co-operation.

Changing paradigms

“The idea of the university needs to be rethought”

(Harrison and Hutton 2014, 14)

The changing needs and developing pedagogical methods for education, have meant that the Managers and Planners in such institutions are now in need of finding new ways of managing, planning and designing how education facilities are developed. Current theories on learning suggest that projection-based learning can close gaps in achievement of the students. Active and environmentally based learning demands more space for learning and innovative use of space that educational facilities need to answer (Taylor 2009, 11).

In the article of “Higher Education Facilities: Issues and Trends” (2007, 5), Suvi Nenonen and Nils Gersberg present the idea of the changing pedagogical paradigm, together with the idea of how the search for knowledge is now done with between teachers and students. The change of the paradigm requires alteration in the university premises to enable the extend communication. Nenonen and Gersberg (2007, 5) present the learning environment as a composition of social, virtual and physical surroundings, so that individual privacy and interaction would be potential in the process of learning. This was put similarly by Marmolejo (2007, 2), in the overview of a seminar held in Zacatecas, Mexico, in May 2006 where approximately 100 professionals and institutional leaders from higher education facilities from government agencies met and discussed on the challenges and trends that could have an influence of the management, planning and design of higher education institutions and facilities. Marmolejo (2007, 2), at the research conclusion by CHEMA, presented issues, such identify innovative models for financing the design of facilities together with the planning and management, adapting to technology early, and developing transparent processes for further research.

In Harrison and Hutton (2014, 14), the quote from Peter Drucker is also presented, how Drucker noted that the higher education is indeed in crisis due to the situation of the rising costs and expenditure, but not improvement in the content or the quality. According to Harrison and Hutton (2014, 14) the idea of the university needs to be rethought because of the current big changes in the society as the changing demographics and globalization.

As presented in the Harrison and Hutton article, the development of learning spaces has concentrated on the higher educational facilities. Similarly the article published online in Education Week by Sarah D. Sparks (2012) states, the design of schools has become a specific concern to educators internationally, as educational buildings age, health and safety issues occur, and motivations are affected. In Finland, there's already been innovative space design used in the elementary school level.

From the schools with desks in rows like in factories there has been a change towards an innovative, new type of learning environment, where all the details have a meaning and a purpose to support the learning. Such a design of schools are a co-operation with the architects, teachers and principals, according to Pasi Sahlberg (2012).

In the article "Perspectives from Finland – Towards New Learning Environments", Kumpulainen and Mikkola (2012, 9), state how the traditional concept of schooling is questioned. The traditional concept of one classroom, one teacher, teaching one subject at the time can be transformed to support issues as 'life-long learning' and 'preparation of the 21st century'. Nenonen and Gersberg (2007) assert that, new, innovative ways to learn and work need environments of a new type, which supports both collaborative and individual learning. What results from this assertion is the possibility that region of innovation could be a deliberate combination of various sectors of the society, such as research, practice and education. Such a co-operation as described would have a value adding impact on all of the parties, with higher education campuses becoming a place for lifelong learning, innovations and business.

Indeed: "Making industry-university partnership work" by Science|Business Innovation Board AISBL (2012, 3) goes further by declaring how 'the global knowledge

economy has increased the need for partnerships between universities and the industry'. The collaborations of universities and industry are primarily focused on research, but the co-operation also has an impact on learning and teaching (Making industry-university partnership work 2012, 13).

Aalto University has also challenged this hypothesis; that universities are only to pass on existing knowledge and they have offered another point of view: to work with industry and have real problems for the students to solve, which companies do not have the answers themselves (Koria, in the article Making industry-university partnership work 2012, 17). Co-operation of the industry and educational institutes is the key element for the universities to answer the challenges of the future. New innovations are a central key to success in the future for the organisations, individuals and for the nations, as said in the article "Opetuksen innovaatiot ja innovatiivisuus opetuksessa" by The Finnish Ministry of Employment and the Economy (2009).

Marketing's Role

"Understanding the variety and diversity of different players and individuals in the field of particular business, as the possible customers for the facilities, could raise a possibility to an alternative space management policy"

Wiggins 2010, 145

For JAMK, to attract new customers to use the premises, the need for marketing the premises is crucial. Wilde and Holden (2007, 137), state that the first step when looking for new customer is to go back and look at the old customers. When knowing the existing customer, it is possible to know then the new customer. Through the knowledge concerning the existing customer, a cluster can be then shaped and therefore the look for new customers is clear and determinate. Currently, the information on JAMK's rent facilities is available on JAMK's website www.jamk.fi,

under the title “Palvelut” and “Tilavuokraus- ja ravintolapalvelut”. For instance, the price for the sports hall in Rajakatu for one hour is 50 euros, and one hour price for a basic classroom is 40 euros per hour. (Tilavuokraus- ja ravintolapalvelut, 2014)

The premises that JAMK has to offer enable a variety of use of spaces that then make it possible for the stakeholder to succeed in their field of business in JAMK’s premises. One option for a situation like this could be a choir or a music festival using the premises during evening time for rehearsal, and weekends or summer time for the actual event. In Bowdin, (2011, 18) different events can be categorized by their scale and size. These categories are commonly divided into major events, mega-events, hallmark events and local or community events (Bowdin 2011, 19). When taking into consideration the capacity of JAMK’s premises, these facilities can hold local or community events. These events, as stated in Bowdin (2011, 19), are events that are mainly directed at local audiences, and are produced to primarily for the events fun and entertainment value, together with the social entertainment value.

Shone and Parry (2010, 5) present the idea of a special events, that are divided into leisure events such as sport, leisure and recreation, personal events which are anniversaries, weddings and birthdays, organisational events that could be commercial, political or sales events, and into cultural events, that could be art or folklore events. Shone and Parry (2010, 4) it is stated that a special event is, for the customer of a guest, an change for a social, cultural or leisure experience that is beyond experiences from everyday life. In JAMK’s facilities, spaces that can offer room for such events such as culture, leisure and sporting events are Hannikaissali in Finnish Music Campus, both auditoriums Tulikari and Valjakka in Main campus in Rajakatu, the sports hall in Rajakatu, and auditorium in Dynamo campus, in Lutakko. For personal events, Puistokatu campus could offer premises for a wedding party, as well as the lunch hall in Rajakatu or Dynamo. A birthday party could also be celebrated in these premises.

One aspect to research for new customers is to find customers that could use different, existing spaces in a new way, without need for renovations or changes in the space itself. For instance a space that is a classroom during the hours from 8am until 4pm and during this time is used for education, could be space for a gymnastic

practice from 4pm until 8pm. The effectively use of spaces requires an effective space management. In Wiggins, the various aspects in space management are described as follows: *“Space management covers many aspects such as the formulation of a space strategy or policy, consideration of the impact of structure and services on space use”* (Wiggins 2010, 142)

Wiggins then continues that space management also is about *“new developments in the way space can be used”* (Wiggins 2010, 142). In this case, as JAMK operates in rented facilities, the subletting of the spaces through a new purpose of use for a space can be a valuable resource and also, can provide tangible identity for the organisation in question (Wiggins 2010, 142). Understanding the variety and diversity of different players and individuals in the field of particular business, as the possible customers for the facilities, could raise a possibility to an alternative space management policy (Wiggins 2010, 145).

As said in Wiggins (2010, 143) space is a resource which has to be used efficiently and effectively. There is a need to enable the usage of the space to be as effectively used as possibly, but also there has to be the opportunity for the user of the space to work effectively (Wiggins 2010, 143). As JAMK operates in rental premises, currently there is a situation where the premises are ineffectively used. Subletting the premises for external stakeholders could be an opportunity. The space and the buildings should be optimally used and managed by following a guidelines of best practice of the organisation, as said in Wiggins (2010, 143). For JAMK the co-operation with external stakeholders is important in order to reach a higher utilisation rate.

3. Background

3.1. Starting point

This thesis was assigned by JAMK University of Applied Sciences, a provider of educational services. The wish of JAMK University of Applied Sciences, from now on referred to as JAMK, was to focus on finding a new purpose for use educational facilities, and increase the utilisation rate of the premises. This thesis focuses on finding potential customers that could use JAMK's facilities for varying purposes, while JAMK's facilities are not used for educational purposes. The aim was to find external customers that could use the premises during evening times, weekends and summer months for instance for leisure activities, such as different events, for instance concerts, or possibly sporting events.

3.2. What is JAMK University of Applied Sciences

JAMK University of Applied Sciences is an institution of higher education; which was founded in 1994. JAMK provides higher education services and carries out research and development. JAMK University of Applied Sciences offers eight different study fields and currently hosts 8500 students. (About JAMK 2014). According to JAMK's vision for 2020 it will be the best university of applied sciences with the criteria being internationalisation and high quality education. JAMK's mission states that JAMK is an international, a forerunner in the field of education, and well presented in research and development, and active of innovator. (About JAMK, 2014)

3.3. Campus areas

The facilities of JAMK support the core business. JAMK has campus areas in the Jyväskylä City area and in Saarijärvi. In Jyväskylä the main campus comprises the School of Technology at Rajakatu, The School of Health and Social Studies at Puistokatu, The Finnish Music Campus at Pitkäkatu and the School of Business and Services Management in Lutakko. (JAMK Information, 2014).

JAMK is currently operating on rented facilities only. The main part of all the campus areas that JAMK acts in, are rented from the Education Facilities Oy. Some facilities in

the Lutakko area are rented from the Technopolis Oy. The facilities, rented from the Education Facilities Oy, have rental contracts for 25 years. (Hakulomake Ammattikorkeakoulun toimilupaa varten, 27.9.2013) According to JAMK's Facility Manager, Ulla Mäntylä, the campus areas are currently being effectively used seven months per year, but the rent for the facilities is paid for 12 months a year. The average time individual space is used is five hours a day.

During a calendar year, the campus areas are used from August to May. In the time frame of the academic year, the campus areas are not in use for educational purposes during the autumn and spring breaks with the autumn brake usually taking place in October, and the spring break in the end of February or in the beginning of March. Both the autumn and spring breaks last a week when the campus areas are not in use. Neither are the campus areas not used for educational purposes during public holidays, for instance at Christmas time when the school is closed for three weeks, at Easter time, when the campus areas are not used for additional two days. Also on some public holidays, for instance the Finnish Independence Day, first of May and some others the school is also closed.

On the campuses, JAMK has a wide range of different spaces to offer for the use of external customers. The Finnish Music Campus, which is in jointly used with the Jyväskylän Educational Consortium, is a campus with potential for music events and courses with good classroom spaces together with an auditorium and music hall, Hannikaissali. The main campus on Rajakatu premises together with the Puistokatu premises can be used for courses, sport events and other events. Lutakko campus has a good location and spaces for seminars and courses.

As previously stated, JAMK is currently operating in rented facilities. JAMK campus areas have their own unique premises that could offer premises for various types of activities. As the premises are not currently used effectively during the calendar year, the buildings are vacant four to five months a year. Currently the campus areas in each of the campuses are empty during the time from middle of June until end of August.

The rent for the premises is paid for the period of 12 months. The premises are currently rented from Educational Facilities Oy for 25 years. To change the current

situation, and reach a higher utilisation rate, could be a situation where external stakeholders would rent and operate in the premises during the months when the premises are not used for their primary purpose.



Picture 1. Hannikaissali, Music Campus (Auditoriot, 2014)



Picture 2. Sports hall in Rajakatu Campus (Liikuntatilat, 2014)

4. Research problem

4.1. Objectives

The objectives for the research were

- Find new purposes of use for the education facilities through external customers
- Find and identify the possible customers that could have a positive effect on the utilisation rate of JAMK's premises

The spaces that are currently not being used effectively could be rented out to the external stakeholders in order to raise the utilisation rate. Also, JAMK would gain financial benefit from this customer relationship.

As the focus was to find a new purpose of use for an educational facility, together identifying the external customers a new purpose of use of the premises is looked into. Together with finding the customer, an objective for the research was to find and meet the possible customers, external stakeholders that have the need that JAMK could provide the solution for.

4.2. Research questions

The research problem was how the utilisation rate of JAMK's facilities could be increased, and how JAMK's facilities could be used effectively with external customers' engagement. Through the customer engagement, a new purpose of use for the existing facilities could be discovered.

JAMK's facilities include, as stated previously, four campus areas in Jyväskylä City area. The main campus area is both the campuses in Rajakatu and Puistokatu. These premises hold a variety of different spaces, such as classrooms, library, auditoriums, gym facilities and a sports hall, and a lunch hall. In Dynamo campus the spaces include a lunch hall, library, variety of classrooms and meeting rooms, auditorium and a lobby space. The Finnish Music campus, that is located in Pitkäkatu, in

Jyväskylä, has a good music hall, Hannikaissali, classrooms and a library. Currently the facilities are used, as mentioned previously approximately five hours a day. The use of the facilities is mostly for educational purposes, but the meeting rooms, as well as the sports facilities are used also from customers outside the study environment.

The research problem can be described as:

- Who could be the stakeholders in question in need for premises that JAMK could offer?
- What would be the activities produced by these stakeholders in JAMK premises?
- How the spaces used for educational purposes could also be used in a new way?

The possible stakeholders renting the JAMK's facilities could be potentially different organizations from both public sector and private sector. Activities held in the premises by the possible stakeholders could be for instance events, courses and clubs. For the research to be beneficial for JAMK, the key situation would be finding and identifying some external customers that JAMK could open a door for a discussion of co-operation, and pointing out what the new purpose of use would be.

5. Research method

5.1. Qualitative research

In this study a qualitative research method was chosen because of the nature of this research method, as the findings of the research “grow out of three kinds of data collection” (Patton 2002, 4) and the three are the in-depth and open-ended interviews, directly done observation and written documents. According to Sarajärvi and Tuomi (2009, 71), the methods used for data collection in qualitative research are interviews and surveys, observations and knowledge based on different documents. The methods mentioned previously can be used together or separately, depending on the research in question.

For the research, the interview method was chosen, along with data collection method from written documents. As stated by Sarajärvi and Tuomi (2009, 71) according to Riley, by Jyrinki (1977), the interview method can be used in a situation where there is a clear intention for a various behaviour, when the observation method is often used in a situation where the behaviour is currently in interaction.

The qualitative interview was chosen in order to thoroughly find out the attitudes customer have towards renting the JAMK’s facilities, and what would be the factors effecting the decision. This research method also allows a change for discussion on the matters. As stated in Tuomi and Sarajärvi, if we would like to know what someone is thinking, or why person is acting in a certain way, we should ask them. As the qualitative research does not look into finding a statistical generalization but to get to picture of a phenomenon or an occasion, as well as to understand certain actions and to give a sensible explanation for a certain occurrence (Tuomi and Sarajärvi, 2009, 85). For the research conducted, the objective was to find out possible customers that could use JAMK’s premises in a new way outside the normal use for education, during the hours when the school is not used for its main purpose of use. The aim of the research was to explain the possibilities to pull up the use of the facilities and to understand the different actions effecting the situation from the external’s customer point of view.

After deciding that the research was to be conducted via interviews, the interview method was then planned. In order to gather information that would be beneficial for the study, a theme interview was chosen. A theme interview is a semi-structured interview, and it is close to an in-depth interview. In a theme, or semi-structured interview the interview is carried on based on the questions based on the theme, decided in advance (Tuomi and Sarajärvi 2009, 75). From a methodological point of view; in a theme interview the focus is on the interviewees interpretation of certain matters, the meaning people give to various matters and how the meaning arise from the interaction (Hirsjärvi and Hurme 2001, 48)

The target was to have six interviewees from different sectors, in the field of the leisure business. The interviews were conducted during April 2014. Altogether there was fourteen different players contacted via e-mail and out of those fourteen, interviews were set with six. Due to factors such as time and the situation with unexpected events, the number of interviews was decided to be five. Five interviews could bring an adequate amount of usable data to sample and analyse.

The first stage was to send out an e-mail which explained the idea of the thesis. The e-mail contained request for an interview which would survey the attitudes towards JAMK's premises, the possible needs for renting facilities from JAMK and the activities the interviewees produce. From the point of view of a successful interview, it is beneficial to the interviewees either to get familiar with the questions, theme of the interview or the subject of the interview in advance. In practice this is fulfilled when the interview is agreed together with the interviewee. From the ethical view point, it is necessary to let the interviewee to know what topics will be discussed in the interview (Tuomi and Sarajärvi 2011, 73).

5.2. Selection of the interviewees

The selection of the interviewees was based on the discussion with the commission, JAMK's Facility Services Manager Ulla Mäntylä and Facility Manager Jonna Järvisalo.

The purpose of the interviews was to make it possible to approach different players that operate in the field of events, and leisure activities in the Central Finland area. The players in these fields operate on the premises when there is no teaching going on, and because of the nature of their operational field the use of premises could be for a new purpose. In this research, the players were acting in the City of Jyväskylä area.

As one of the objectives was to find out the potential customers that could use the JAMK premises when there is no teaching going on, all potential persons that could be interviewed were charted. To meet the objectives set for the research, players in the field of culture and sports were chosen because of the various occasions of operations: a culture event, such as a concert or a play that can be set on a night time or during a weekend. The players in the above mentioned fields could also provide the possibility for new use of the premises, how a space used mainly for education could be something completely different.

During the summer months, the sports hall is not in use and could be used for a sports activity of any kind produced by an external customer. Different players in the field of culture were approached, keeping in mind the possibility for instance events such as concerts, because of the variety of music hall, auditoriums and music classrooms, which JAMK has to offer. The players already discussing renting facilities with JAMK were taken into consideration.

In the beginning of the research a list of various players in the field of leisure activities were explored based on the information available in the City of Jyväskylä Kulttuurihakemisto. This listing contained good information of different societies and associations operating in the City of Jyväskylä. After developing the list and writing of the stakeholders that have their own facilities in use, a rough list was made of the possible interviewees that would be then contacted.

During the process of selecting the interviewees, a pilot interview was conducted with the Facility Services, to gain information on the current situation as for the use of the facilities and the range of external customers currently renting the facilities in JAMK. With snowballing method, the pilot interview was done first, to source possible contacts. To answer the research questions, players in the field of culture

and sports were approached because of the nature of their business. During the interview it became clear new customers should be sought in the field of leisure activities. These customers could use the classrooms and auditoriums for instance during evenings and weekends. Some of the listed associations were then cut out and some were added.

The interviews were carried out one at a time. The interviewees were told about the goal of the thesis and its objectives and the interview questions were introduced to the interviewee. During the interview, the questions were used as a basis for the discussion. Approximately the interviews took 20 minutes each. Before meeting the interviewee the field of the interviewee was studied using the available information so that the interviewer had an image of the interviewee's field.

The interview included eight questions based on the current situation of the used facilities from the interviewees' point of view. The questions were based on the interviewees' attitudes and knowledge concerning the JAMK's premises. The need of a variety of premises was discussed together with the activities that the interviewee would use the spaces for. For instance both interviewees' number three and interviewees number four could also use school classrooms for their activities. A space that would be a class room for studying during the day time from eight in the morning until four in the afternoon would during the evening time become a rehearsal space for toddler gymnastics. The space would change its appearance in accordance with the users.

5.3. Interviewees

Interviewee one

The interviewee one was selected on the basis that the interviewee is a major player in the cultural scene in Jyväskylä. The interviewee produces multiple culture events, which are targeted to children. The interviewee only operates in rented facilities, as the producer of the culture event. The interviewee one has had some co-operation with JAMK previously. The interviewee one has the need for facilities during evening time and during the weekends. The major use of rent premises is set on the months from August to December. The interviewee would have use for a variety of different

type of spaces, from classrooms to auditoriums, depending on the nature of the produced occasion.

Interviewee two

The interviewee two was selected for an interview due to the role of major player in the field of sports in the city of Jyväskylä. The interviewee two did not have previous experience on renting JAMK's facilities. Currently the interviewee did not have a need for renting out external facilities. The interviewee two was facing also similar problems as JAMK in the matter of utilisation rate of the premises in certain times.

Interviewee three

The interviewee three was a smaller scale operator in the field of music events and music courses. The interviewee operates during summer, during June and is currently in discussion with JAMK for renting the premises. The interviewee currently has a need for renting premises and has the possibility to rent out premises continuously. Also the interviewee three would have the possibility to expand the needs for the rent of facilities. The interviewee number three would have a need for especially spaces such as classrooms and music halls.

Interviewee four

The interviewee number four is a medium scale operator in the field of sports. The interviewee has some knowledge on JAMK's premises, but does not have an experience on renting the premises in JAMK. The interviewee would have a need to use external rental facilities continuously and for a long- term period. The interviewee number four would also have a need for a various range of different facilities, from sports halls to classrooms. Depending on the action, the interviewee four would have use for a variety of spaces.

Interviewee five

The interviewee number five is a medium scale operator in the field of music. The interviewee had some knowledge on JAMK's facilities as well as renting premises from JAMK. The interviewee would have a need for facilities with good acoustics for a longer period of time, approximately 35 weeks a year and in addition, some weekends approximately once a month for nine months a year. For interviewee five

the acoustics on the facility were important, but a very crucial factor was that the space would have good indoor air.

5.4. Interview questions

Question one.

In what sort of facilities are you currently operating?

In order to map the interviewee's situation on the current use of different spaces the first question was about current situation where the interviewee is operating. This question was set to find out if the interviewees were currently operating on rented premises, or on their own premises. The interviewees were also asked if the premises were rental premises that the interviewee did not pay for. Currently in the City of Jyväskylä junior sporting clubs do not need to pay rent for the use of the premises Owned by the City of Jyväskylä.

Questions two.

On a scale one of five, how familiar are JAMK's rental premises for you?

To find out the current situation the interviewees have towards JAMK's rental premises, it was asked how familiar the interviewees were with the premises JAMK has to offer: number one not at all familiar with them, number two knew them to some extent, number three was familiar with them, number four being well familiar with, and five very well familiar with them.

Question three.

Have you rented facilities from JAMK previously?

How did you choose JAMK for the previous time?

For what type of activity did you use the rented facilities for?

To scope the previous co-operation with JAMK, the question was set to find out whether or not the interviewee had some previous experience of renting facilities from JAMK. If an interviewee had previously rented out the facilities from JAMK, he/she was also asked how the selection of the space was made, and how that facility was used, and what type of event or occasion the space was rented for.

*Question four.**What are the issues effecting the decision of rent a facility?**From scale one to five, how great an impact do the following have on the decision making?**Price**Location**Versatility**Availability*

To find out the matters that are effecting in the decision making when renting a facility, the interviewees were presented with the questions. The first part of the questions is for free discussion, and the latter part of the question presenting again the scales which are the critical matters. To use the mentioned factors, such as price, the discussion on the factors was expanding.

*Question five.**What type of a space would the best option for you?*

To find out which could be the premises that JAMK has to offer, best suitable for the interviewees' actions, the questions was presented. This question also held inside what would be the activities held in the needed premises.

*Question six.**If you would considerate to rent facilities from JAMK, what would be issues effecting the decision?*

To find out what would be the advantages that JAMK could have in the business on renting facilities, the attitudes on matters effecting the decision making on renting JAMK's facilities was questioned.

*Question seven.**Could you think of a situation where you could rent facilities from JAMK with regularity?**If yes, for what type of activity would you rent the facility for?*

To find out if the interviewees would have the possibility to rent out facilities from JAMK regularly, the questions was presented. Again, for the new purpose of use, it was asked what type of activities the facilities would host.

Question eight.

What time of a day or a week would be the best for you?

To map the possibility to increase the utilisation rate of the premises JAMK has, the best possible time of the day and/or the week for the activities that the interviewees host, was asked.

6. Research results

6.1. Analysing the results of the interviews

When starting the process of analysing the interviews, the chosen method was an analysis based on the data. In Tuomi and Sarajärvi (2009, 95) there is presented by Eskola (2001, 2007) a division of the data analysis into data-based, theory based and theory bound analysis. According to Tuomi and Sarajärvi (2009, 95) by this division the matter effecting the analysis can be taken into account better than when dividing the analysis into inductive and deductive analysis. As stated by Tuomi and Sarajärvi (2009, 95) the theory and the theoretical meaning of the qualitative analysis is emphasized. As the method of analysis, the data abased on was chosen to fit in with the objectives of the research. When the type and way of analysis was decided, it was also decided that the analysis was conducted through a description from all of the answers (Eskola 1992, Eskola&Suoranta 1996, referred in Tuomi and Sarajärvi 2009, 93).

In the interviews, the similarities in attitudes and experiences where first searched for and typed (Tuomi and Sarajärvi 2009, 93). Later the types were analysed to point out the similarities that would bring usable data.

The analysis of the answers was done by first writing notes during the interview situation. After each interview, the recording of the interview was listened and the whole interview was written down. After all the interviews were conducted, all the recorded and written material were gone through and analysed. Answers to the questions were gone through in order to point out the similarities. The similarities in the answers were searched, found and written down. The similarities were first roughly categorised under three categories:

- Current situation on the use of premises
- The activities produced in the premises
- Matters that have an effect on the decision making

After this categorising, the similarities in the answers were then categorised again, under six categories, under three bigger categories. Now the used categories were more specific, as the categories were now as follows:

- Types of premises the interviewees currently operated in
- Need for a longer period of rental premises
- Which type of activities would be produced in the premises
- Which time of the day the activities were produced
- The types of the space needed
- Experiences and knowledge on JAMK's premises
- How price and availability were effecting the decision making

The specific categories were chosen because of the first analysis of the material showed that the matters mentioned before were similarities that were presented in all of the answers. For the research, the similarities of the answers under the category of "which time of the day the activities were produced" and "which type of activities would be produced in the premises" as the research aims to find a new purpose for an educational institution and with the new purpose of use, the utilisation rate of the premises would increase.

The analysis

During the analysis, it was looked into which type of facilities the interviewees were currently operating. Interviewee one, interviewee three, interviewee four and interviewee five were all currently operating in rented facilities, that were rented or given to use from an external player. For interviewee three, four and five the major part of the facilities were at the moment rent free due to the nature of their activities and support they were currently receiving. Interviewee two was only operating in multiple facilities of their own owning.

To search the previous encountering in JAMK's facilities, from five interviewees, only interviewee one and interviewee five had some experience on renting the JAMK's facilities before. For interviewee one, the rented facility was Hannikaissali, and the facility was used for children's culture event, a music concert. For interviewee five, rented facilities were Hannikaissali, auditorium in Dynamo, and classroom spaces in Rajakatu. Interviewee three had intention on renting the Hannikaissali on the upcoming summer for a concert. Commonly, JAMK's rental premises were quite unfamiliar for the interviewees. There was only some knowledge on the premises, gained through the 'grapevine' or through own experience as a customer. From a scale to one to five, which was presented to the interviewees, all the interviewees chose one, so they only had little to none experience on renting the facilities from JAMK.

For the interviewees three, four and five, the issues that would affect the renting of the facilities would be the price and the availability. For all of the interviewees the need of the space is of a wide range, as the interviewees' one, three, four and five could use variety of spaces depending on the event hosted in the facility: is it culture event, music or a choir concert or a theatre. For interviewee four, it would possible to operate in a classroom when it would be the group of gymnastics at the age of two: the only requirement would be a free floor space. For JAMK, there are various spaces that could be used by the interviewees, such as auditoriums, different size of classrooms and sports facilities.

Interviewees one, three, four and five said that the price of the facility is a big impact on the decision making. For interviewee four, the price of the rent would affect the payments of their activities for the hobbyist, and a similar situation would be in the case of interviewee five. For interviewee one, the current budget of the occasion is often determining the use of the rental premises, but as the interviewee one mentioned, if the space would a best option for the event, the space can be rented even though the price would be high. The location of the premises was also an important factor. For the interviewee four, the premises would be fitted to their activities.

For the purpose to find out new purpose of use for an educational facility, the variety of activities that could be operated in JAMK facilities was searched. For interviewee one, who had some previous experience on renting the facility from JAMK, used the space for an event, a music concert for children. Hannikaissali was rented because of the capacity for a larger audience. Interviewee five had similar situation with Hannikaissali, as the space was rented for a choir concert. Classrooms in Rajakatu were rented for practising purposes.

Interviewee three, who had an intention to rent out the Hannikaissali during summer time, would produce a music concert in premises. Interviewee four would operate various types of sporting events in the premises, and was interested in the opportunity to rent the facilities for a longer period of time.

For the issues with time of the operations, all of the interviewees were hosting their operations during the evening time, and interviewee three during the summer time. Interviewee five would have some possible need of use during the summer time. For the regularity and possibility to rent out facilities from JAMK for a longer period of time, interviewees had an interest towards the issue. Interviewee three, interviewee four, and interviewee five would have the possibility on renting JAMK's facilities regularly. For interviewee four, the regularity is an important factor in their operations, and also for a longer period of time, for instance 12 months period of time, where a time and space predetermined, would be rented continuously during a period of time. For interviewee three, the music event had been on-going in Jyväskylä for three years and the need for renting a space for a music concert and a

singing academy would be currently topical. The interviewee one would be interested to rent facilities from JAMK, but could not be sure if there would be a need for a longer term renting due to the nature of the cultural events variety of need of space. Interviewee two did not currently have any need to rent facilities due to the similar situation with spaces not use. Interviewee five would have regular use of premises, and would possibly have use of JAMK's premises.

Both interviewee four and three were interested in JAMK's premises, but the information on the possible to rent facilities from JAMK was not familiar to them. Interviewee three had had information concerning the JAMK's premises through the 'grapevine' when in search for a new space to hold a concert, and interviewee number four had some experience on the facilities through previous experience.

An issue that was raising some concerns was the price of the rental premises. Interviewee three, four and five stated that the price of the premises were a big factor effecting on the decision making when the rental premises were considerate. Some concerns were also expressed on the indoor air situation, because some of the interviewees were operating in the field of music, the singing academy and choir practices. Competitive pricing for the premises was raising interest among the interviewees. A barrier to use the premises from JAMK was the lack of knowledge among the interviewees. There was little to some information concerning the rental premises in JAMK.

The issues rising from the interviews were the interest towards the premises that JAMK has to offer. The interviewees were interested in the possibility to rent the premises for their own use during evening time, and one of the interviewees could be interest to rent out premises during the summer time. The time of the possible rental of the premises was an important issue, as the one objective of the research was to increase the utilisation rate of the premises. As interviewee four and interviewee five could have set times and days during the week, the utilisation rate could be increased by subletting the premises for use. As the interviewees one, three and five could operate in various types of spaces, the possibility to rent premises not currently used for educational purposes for these stakeholders could be a strong

possibility. There was a clear interest towards JAMK's rental premises to be rented by the external stakeholders for a longer period of time for regular basis.

The possibility for the new purpose of use of the premises was an objective for the research and all of the interviewees could operate in the facilities in a novel way. The new purpose of use could be gymnastics club held in a language classroom that would have open space in the middle of the room. The gymnastics club could be held in various spaces, as long as the area in the middle of the floor would be empty. The club could go on 12 months a year. New purpose of use for a classroom could also be choir practice every week from August until June, of a singing academy in various classrooms in the middle of June. During time from September until December, during week nights, an auditorium could be stage for children's theatre, and a classroom used during the day time for engineering studies, could be a stage for music theatre in the evening time.

There is a possibility to open a door for a discussion of the use of the premises for external stakeholders. The premises could be used for educational purposes during the day time and during the evening; the premises would be used for various activities by an external customers. As currently the interviewees were operating in rental facilities, there could be an opportunity for them to operate various ways in JAMK's premises.

7. Reliability and validity

As presented in Tuomi and Sarajärvi (2009, 136) the reliability of the qualitative research method is discussed through the validity and repeatability of the research. The reliability of the research contains factors such as has the research been what was promised and can the results of the research be repeated. Although in Tuomi and Sarajärvi (2009, 136) it is said how these concepts of validity and repeatability were developed in the area of quantitative research and so, as a concept, are mostly presenting only the needs of quantitative research.

Tuomi and Sarajärvi (2009, 140) presents some key elements that could be used in order to test and describe the validity and reliability of qualitative research: what was the research, the purpose and target of the research. In this case the aim of the research was to find a new purpose of use for educational premises in JAMK with the engagement of external stakeholders. For the aim to use the new purpose of use, the external stakeholders needed to be identified that through the new purpose, the use of the premises would be increased.

Next point on the list in Tuomi and Sarajärvi (2009, 140) was how the researcher was committed to the research: why the research was important and has the hypothesis concerning the research change. In the beginning of the research the hypothesis was that there would be some external stakeholders that could use the premises of JAMK, and so also increase the utilisation rate of the premises. The external stakeholders could be operating in the field of leisure activities that could easily be produced also in educational facilities. At the end of the research the hypothesis turned out to be true in this case, where with the interviews, it was pointed out that there are external stakeholders that could operate in JAMK's premises during the times in question. In the beginning of the research the interviewees were expected to operate in the area of the City of Jyväskylä. Out of the fourteen external stakeholders that were approached, five interviewees were interviewed and all of these five were currently operating fully or partly in the City of Jyväskylä area.

Third element on the list conducted by Tuomi and Sarajärvi (2009, 140) is how the data was collected, and how the informants for the research were selected. Before

the interviews were conducted a discussion was held with the Facility Management department from JAMK, and the questionnaire was presented. The questionnaire was presented so that the research would answer the needed questions. During the process of the research the results were not presented to the customers. The research would be presented for the customer when the whole work would be finished.

The interviews were held individually. Before the interviews, the interviewees were approached via e-mail and the key idea, purpose and aim of the research were explained. The interviewees were set before the interview and before the interview the background of the interviewee was looked into. Before the interview, the interview questions were written based on the aim and purpose of the research. The interview situation was semi-structured and during the interview, there was a possibility for discussion. All the interviews were recorded.

The timetable of the interview is also a factor that needs to be considerate when the reliability and validity of the research is in question (Tuomi and Sarajärvi 2009, 141). Some problems occurred with the timetable of the interviews. The aim was to have six interviews, but the interviews were conducted with five different players. The problems were due to the situation with time so that the interview number six could not be conducted during the timetable that the interviews were planned.

The research started in March 2014 first by producing a pilot interview that offered ideas where to look for possible interviewees. After the pilot interview, the possible interviewees were contacted. Together, 14 players in the field of leisure activities in the Jyväskylä area were contacted. After receiving positive reply from six interviewees, the interviews were set on the first and third week of April 2014. As it was said before, interviewee six could not take part for the interviews during the planned timetable, so the interview was cut out. First three interviews were contacted during the first week of April 2014, from 1st of April until 4th of April. Interviewee four was conducted in 9th of April, and interview five was conducted in 18th of April. In total, the planning, conducting and producing the research took 10 weeks.

In Tuomi and Sarajärvi (2009, 141) the analysis of the data has a role when the reliability and validity are concerned. The material that research produced was analysed by the method of qualitative analysis method, for looking for similarities in the answers. During the process of mapping the similarities, interviews were listened and the similarities were pointed out. The similarities were categorised in order to find all the similarities in the set of answers. After mapping all the similarities, the data gained was analysed. It was also analysed how the similarities were presented and how the answers set when looking the research questions. With the analysis of the answers, the research questions were answered, as the key elements in the questionnaire were answered.

The reliability of the research is also evaluation of is the research ethical produced and of high quality (Tuomi and Sarajärvi 2009, 141). The research was produced with following ethical guidelines: when the informers were contacted, the aim and purpose of the research was explained. During the interviews it was again explained for the interviewees how the data gained from the research is going to be used. The identity of the interviewees was kept as a secret during the process of the research. All the interviews were recorded.

Last element of the list by Tuomi and Sarajärvi (2009, 141) is the reporting on the research, and how the data is collected and analysed. During the research, data was collected with pilot interview, interviews with informants and from written sources. The analysis of the research was conducted by using qualitative research method, semi-structured interview.

The research was made following the ethical guidelines of a research. The research was conducted as promised, as the matter researched was to find the external customers that could provide a new purpose of use for JAMK's facilities, and this was fulfilled in the research. All the interviewees interviewed were informed in advance how the research was made, and how the information gained in the research was used. The interviewees were presented anonymously in the report.

8. Conclusion

As stated previously, the objectives of the research were to find the new purpose of use for the education facilities through external stakeholders and find and identify the possible stakeholders that could have a positive effect on the utilisation rate of JAMK's premises.

Through the interviews, there was a clear interest towards the rental facilities that JAMK has to offer. For the researching a higher utilisation rate for the facilities, subletting the premises for an external stakeholder is a key issue in this case, as JAMK is operating only in rented facilities. Through the research, a new purpose of use was searched via the engagement of an external stakeholder's impact. A new purpose of use for an educational facility could be, as found out in the research, the use of classrooms for children's cultural event, or a music academy during the summer time. A new purpose of use for an educational institute can include only the facilities, or it can include the use of services and devices that the facility has to offer. With the research, only the use of current premises was taken into consideration.

As the information gained through the research, the premises of an educational facility can be used in various activities besides teaching and studying, when the right external stakeholders engagement. With the research conducted, the external stakeholders were players in the leisure activities, in this research from the field of sports and culture, as they have the possibility to use various types of spaces for their activities: the facilities currently used only for educational purposes, could host different events, such as theatre for children, a singing academy or a gymnastics club for children.

During the research, it was clear that a barrier for external stakeholders to rent the JAMK's premises was the lack of knowledge concerning the premises that JAMK has to offer. The interviewees only had little knowledge on the matter, and did not know that the premises could be rented for different types of use. To manage this issue, effective marketing would be beneficial. The information is available in JAMK's website, but the external stakeholders that were interviewed were not aware of that. Grapevine is working in some of the cases, as the external stakeholders had

gained information on JAMK's premises from a third party. There still are stakeholders that do not know about the JAMK's facilities that they could rent and operate in for their own actions. Besides the lack of knowledge, the price of the premises was a barrier in some of the cases. There could be a possibility in discussion for co-operation where the players in the field of leisure activities could operate in JAMK's premises, for a longer period of time continuously.

The research showed that a change for discussion on co-operation on the external stakeholders in the field of leisure activities is clear. As currently in the area of City of Jyväskylä, premises for sporting activities are fully booked. JAMK could offer premises to use for instance sporting clubs aimed for younger children, who could rehearse once a week in JAMK's premises, for continuously for a calendar year. There clearly is a need for premises in the City of Jyväskylä. During the research possible external stakeholders that could use the facilities of JAMK were found and the interest towards the premises was clear. For JAMK this would be an opportunity to open up a door for discussion for possible co-operation with the external stakeholders operating in the field of leisure activities.

As the research was conducted with interviewing players operating in the field of leisure activities in the City of Jyväskylä, the information gained from the research cannot be transferred to other similar higher educational institution as the data currently is presented, as the research was made for JAMK and concerned only the specific premises that JAMK has to offer. However, as the research points out that there are activities produced by external stakeholders that could be carried out various types of spaces. As the activities could be carried out in an educational facility such as JAMK, there is a possibility for other similar facilities to raise the utilisation rate with a new purpose of use of the facilities. For other similar higher educational institutes, the engagement of external stakeholder could be a possibility that could be mapped, and with the engagement of the external stakeholders, the premises could be used for other purposes than only educational purposes.

There would be need for further research of how the facilities, devices and services of an educational institution to map out the possibilities for educational facilities to be more protean in the future. Also, a research of how the industry and a higher

educational facility could co-operate in a way that could be a win-win situation for both of the parties. A research could be produced also how not only the facilities in a higher educational institute could be used by an external stakeholder, but how could the services and devices be in used in a new way.

Development of understanding the possible new markets that educational facilities could be operating in the future should be also research further. The new markets and the possibilities the markets have to offer should be looked into. Also, it would be beneficial to identify the competition in these markets and how the educational facilities could succeed in these markets.

Educational facilities can find new purposes of use with the engagement with the external customer and through this the diversity of educational facilities could be increased in order to attract more external customers. For the underlying economic situation, the co-operation of educational facilities, such as JAMK, and external customers in the industry, could bring benefit for both of the parties. Educational facilities could operate cost-effectively in the co-operation situation where the educational facility is used for its main purpose during the day time, and during evenings and weekends, the facilities could be used in a new way by the external customers from the industry.

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Appendix

Interview one

April 1st, 2014.

Question one.

In what sort of facilities you are currently operating?

Currently we do not have any owned facilities. All the facilities we are operating in are rented from external quarters, or the facilities are rented from the City of Jyväskylä. As we produce fifteen to twenty events per occasion, we have some targets that need to be reached. One of these aims is to support regionalism, so we need to produce events also outside the City area in Jyväskylä. For our occasions, we have rented facilities from schools and theatres, such as the premises in the Kaupunginteatteri, which are rented internally. We also have rented some premises externally, for instance we have sometimes rented Hannikaissali. All in all, we rent premises that are capable to host events for children, such as concerts, theatre, dance theatre, all in all as wide range of culture for children as possible.

The range of spaces can be different, sometimes we have a space with just flat floor, such as a hall in a school building, and some are auditoriums. The need of the space is determinate by the nature of the event.

Questions two.

From scale one to five, how familiar the JAMK's rent premises are for you?

Not really familiar, the only space I know of from JAMK is Hannikaissali. I would say one for this.

Question three.

Have you rented facilities from JAMK previously?

How did you choose JAMK for the previous time?

For what type of activity did you use the rented facilities?

As mentioned, Hannikaissali has been rented from JAMK for a couple of years. Hannikaissali has been used for music events, but for instance last year the hall was

used for a magic show. Hannikaissali works for use because of the capacity of 160 or 180 places or something like that.

Question four.

What are the issues effecting the decision of rent a facility?

It depends highly on the event or show that we are having at the moment. So, usually it goes like that I choose a performance and then I start to figure out a suitable space for this. Often we have a couple of screenings of films during the occasion, so an auditorium could be a space for this. Sometimes we have participatory theatre that could not be done in an auditorium because of the actors need to have the ability to interact with the children, and this requires a flat floor.

It effects that what kind of act could be held in the space in question. Another aspects that has influence on our decision making, is the capacity of the space, how much people can see the show at the same time. It might be difficult to find spaces that are big enough for the amount of audience that we have in our events, approximately we need around 100 places.

From scale one to five, how big of an impact the following have for the decision making?

Price

Location

Versatility

Availability

The location is a three: it depends on whether or not we a lot of shows in the city central area. If we do, then the spaces are required from outside the Jyväskylä city central area. This is due to the aim to support locality.

Versatility of the space is a four: it is important to have versatile spaces: auditoriums, class rooms etc.

Price is a big influence on the matter of when renting facilities: we always have a counted budget for the event, and on some years we might have a bigger budget so that we can spend more money on the space, if the space is working well with the occasion. For instance, the use of school halls is due to the fact that there are available in multiple locations around Jyväskylä, and the prices are resenable. The

biggest amount of the budget is spent on the performances. One key element, especially nowadays, when renting a space, is that if there can be the janitor/member of staff present during the event. We are in response of the event, but we cannot know the space: for instance, if we are hosting an event in a rented facility, and there is a fire alarm, we do not necessarily know what to do. The event we had in Hannikaissali, had a janitor presented in the facility the whole time. All in all, the money issue would be a three, because it depends on the situation. If the space is suitable for the event, the space can be rented event though it might cost more than some other space, which is not well suited for the occasion.

Question five.

What type of a space would the best option for you?

Auditoriums, class rooms, sports halls.

Question six.

If you would considerate to rent facilities from JAMK, what would be issues effecting the decision?

Availability and the price issue.

Question seven.

Could you think of a situation where you could rent facilities from JAMK with regularity?

It depends on how regularly it would need to be. The event that we have from September to November is a yearly event, but the nature of the event is changing, due to the performances that the event has. It is hard to say whether or not we have any regular need for renting premises, at the current moment.

I yes, for what type of activity would you rent the facility for?

It would be events, occasions with and without an entrance fee.

Question eight.

What time of a day or a week would be the best for you?

During the time from September to November, the time when we need the spaces is during the evening time during the week days, and also during the weekends. Some of our events, theatre for babies for instance, are held during the morning time, but majority of our events are set during the evening and weekend.

Interview two

April 2nd, 2014.

Question one.

In what sort of facilities you are currently operating?

Basically, currently we are only using our own premises: the swimming hall Aalto Alvari and the sports premises in the swimming hall, the sports halls in Monitoimitalo.

For our own use, we only need little external facilities. We have different facilities, for instance the premises in different schools, and fields, which we are currently renting to external customers. We do not have currently a need to rent any facilities, but we do receive feedback on the situation that different sporting clubs would need more spaces that we have to offer. The major shortage at the moment is the availability of larger scale of sporting premises. Some sports, such as floorball, require a bigger scale of sports hall, and there is shortage on these. Small and medium scale of sports halls are also needed, for instance for gymnastics.

The utilisation rate of the premises, medium and small sports hall such as schools sports hall, that we rent is currently around 90 per cent.

Questions two.

From scale one to five, how familiar the JAMK's rent premises are for you?

JAMK's premises are not that familiar, so that it would one.

Question three.

Have you rented facilities from JAMK previously?

How did you choose JAMK for the previous time?

For what type of activity did you use the rented facilities?

For us, there has not been a need to rent outside premises.

Question four.

What are the issues effecting the decision of rent a facility?

We do not have the need to rent facilities. Currently we have a similar situation, that we have some facilities that are not used and the user rate should be higher for instance during the evening time.

From scale one to five, how big of an impact the following have for the decision making?

Price

Location

Versatility

Availability

Question five.

What type of a space would the best option for you?

Sports hall would be a best option, if there would be a need.

Question six.

If you would considerate to rent facilities from JAMK, what would be issues effecting the decision?

-

Question seven.

Could you think of a situation where you could rent facilities from JAMK with regularity?

-

I yes, for what type of activity would you rent the facility for?

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Question eight.

What time of a day or a week would be the best for you?

-

Interview three

April 4th, 2014.

Question one.

In what sort of facilities you are currently operating?

At the moment, we are operating in rented facilities. Some of the premises that we are using during our music events are given to us rent free, and some of the premises that we host for instance a singing academy and concerts, are premises rented from an external player. The rooms that we are currently operating are an auditorium, and classroom spaces on various locations. The school premises that we are using are for the singing academy are rented, and the premises needed for the academy are both classrooms and accommodation facilities.

Upcoming summer 2014 is the third year we are operating in Jyväskylä. Currently we are looking for new premises to hold the concert. We are in the process of looking into different options in Jyväskylä, and have also been considering Hannikaissali, from JAMK. Hannikaissali is an interesting option, because of the acoustics that the music hall has and the availability of a grand piano.

Question two.

From scale one to five, how familiar the JAMK's rent premises are for you?

Some experience I have from the premises, but more as a customer than as an operator. I would say one for this.

Question three.

Have you rented facilities from JAMK previously?

How did you choose JAMK for the previous time?

For what type of activity did you use the rented facilities?

We have not rented premises from JAMK before.

Question four.

What are the issues effecting the decision to rent a facility?

A big issue effecting of the decision is the availability of a grand piano. Due to the nature of the event, the grand piano is a must have in the occasion. Only a few premises in Jyväskylä have a good grand piano.

From scale one to five, how big of an impact the following have for the decision making?

Price

Location

Versatility

Availability

The price of the location is a crucial factor: rents of the premises such as concerts halls, or churches, are usually high and the income from the event is not huge: often the rent is only just covered with the income from the event itself. I would say four or five to this. We are only an association so that the fund are not big.

Location is also important thing. The location should not be outlier. For this I would say four.

Versatility is important, but for the singing academy, a normal classroom suits well. The instruments needed can be rented and then delivered to the needed location.

Question five.

What type of a space would the best option for you?

Classrooms and auditoriums are mainly the spaces that we need. All in all, almost any space can do that a piano could be easily brought to.

Question six.

If you would considerate to rent facilities from JAMK, what would be issues effecting the decision?

It depends on the available facilities: for the singing academy the accommodation spaces are needed as well. A price is important as well: the price cannot be too high, so maybe fifty euros per hour. For an event, such as a concert, the space rented should be available in use also for practise and the event itself, so fifty euros per hour would be reasonable.

Question seven.

Could you think of a situation where you could rent facilities from JAMK with regularity?

If yes, for what type of activity would you rent the facility for?

Why not, for as long as we are hosting the singing academy in Jyväskylä. The availability of the grand piano, that Hannikaissali has, is a big issue. Last summer we went through different options to maybe host the singing academy's classes in different premises because of the construction of the current premises, but decided not to change the situation yet. For use, it is important to have both the accommodation and the education in the same premises. This summer will show how people will find the event in Hannikaissali, would it bring more audience etc.

The facilities would be used for the singing academy, rehearsals for the concert, and the concert itself.

Interview four

April 9th, 2014.

Question one.

In what sort of facilities you are currently operating?

At the moment, we are operating in school's sports halls that are rented from the City of Jyväskylä, and some of the premises are rent free. The application to act in the premises needs to be done every year, during the time when the turns are shared out. An idea of a small rent would be a good idea because of the situation that some of the turns are not for instance used but are reserved for some association. If there would be a need to pay rent for the premises, it might cut out the associations that are just reserving the spaces, and not really using them. This way, the premises would only be used by them who really need them. The premises that we are currently operating, such as sport halls from different schools in the Jyväskylä area, are really booked up. We are at the moment operating in the city center, in Viitaniemi, and in Keski-Palokka. Depending on the year, the situation might be different, depending on the share of the turns.

Question two.

From scale one to five, how familiar the JAMK's rent premises are for you?

JAMK's premises are familiar through own studying, but the renting of the facilities was an unfamiliar thing: the possibility of renting the premises was not been considerate. I would say two for this one.

Question three.

Have you rented facilities from JAMK previously?

How did you choose JAMK for the previous time?

For what type of activity did you use the rented facilities?

Before, we have not rented any facilities from JAMK.

Question four.

What are the issues effecting the decision of rent a facility?

From scale one to five, how big of an impact the following have for the decision making?

Price

Location

Versatility

Availability

The price of the facility is an important factor: there is a possibility to pay rent for the used premises, but the price should be reasonable: all the expenses show in the payments for the hobbyist. If the prices go too high, not everybody will have the opportunity to take part. For this I would say four.

The location of the premises is not that big of a deal: a ten kilometre radius from the city centre would be okay still. Of course, if the premises would be in the city centre, it would be optimal.

The versatility of the space is not that important: for us, basically we only need floor. Of course, if we think some of our more advanced groups, for the practice there's a requirement of 8 meter room height. Even though this is the requirement, it is also possibility to practice in a space that is not that high, if the practices are not held in this sort of space every time, but for instance once a week.

We have our own gymnastics mats, and one important thing is the storage of theses mats: if the facility can storage these outside the practices, it is vital. Currently the facilities that we operate in are the only ones that can storage these. Basically, we can operate in a small and low space, as long as there is floor space available. Because of the youngest group that we have is a group of two year olds; a small space can be a good thing to use in their practices.

The availability of the space is perhaps the most important thing for us: it would ideal to have the practices from five o'clock until seven o'clock so it would not be too late or too early. Also, if the location would be good in a way that a group would be easily set together, practising even in a classroom would be good, if the time of the practise would be good for the hobbyist. The availability currently is a big issues, spaces are not that easily got. We apply for the spaces, and the turns are divided, and we settle on what we can get. Sporting facilities are very full booked.

Question five.

What type of a space would the best option for you?

We could even operate in a classroom that would have space in the middle of a room. We can operate in a sports hall or a classroom, which would just have the possibility to have free floor space. As said, for the group of our youngest, a small room is even better than a big sports hall.

Question six.

If you would considerate to rent facilities from JAMK, what would be issues effecting the decision?

The price of the facility is the biggest factor: the price should be reasonable so that there would not be need to increase the payments from the hobbyist. A price that could be paid is depending on the group, but maybe 20 euros per an hour would be reasonable and something that could be paid. Also the availability of the space, at what time would be needed space would be available: would the space be free during a week day for instance from 5pm to 6pm. Ideally the price would be something that the premises expenses would be paid, if the spaces would otherwise be empty. Through this way also the children's sports would be supported.

Question seven.

Could you think of a situation where you could rent facilities from JAMK with regularity?

If yes, for what type of activity would you rent the facility for?

Absolutely yes, and the regularity is important to us too. An on-going contract would be a possibility, in a way that a space would be rented for a year every Tuesday at five o'clock. For us it is vital that activities are regular.

The space would be rented to host exercise clubs for children.

Question eight.

What time of a day or a week would be the best for you?

For us, it would be best to have a free space to use during the week day. We do not have that many activities during summer or weekends, but during the evening time in weekdays. There's not much information available, more marketing on the free spaces would be great.

Interviewee five

18th of April, 2014.

Question one.

In what sort of facilities you are currently operating?

All the facilities that we are operating are all rented from an external source. Some activities we have in the premises of Jyväskylä University, some in JAMK. Some activities we have in schools, or in day care centres. Schools are maybe the most used premises that we have. We also have practices in churches. A big issue that has had an impact on the choice of the premises is that every one of the group can operate in the facility: the indoor air has to be good; there should not be any problems with the indoor air. Also, due to the situation that we operate during evening time, the air condition can be turned off or it is blowing too hard.

Question two.

From scale one to five, how familiar the JAMK's rent premises are for you?

Hannikaissali is a good place to held concerts. Sometimes we have has some practices in Rajakatu, in the wing of language centre. In Dynamo we have had some activities as well. I would say that three for this. Some of our groups are renting the facilities more frequently.

Question three.

Have you rented facilities from JAMK previously?

How did you choose JAMK for the previous time?

For what type of activity did you use the rented facilities?

We've had had concerts in JAMK, in Hannikaissali, and in Rajakatu campus there have been some concerts. These premises have been chosen due to the situation that in Jyväskylä there is quite a few halls that are well suitable for a choir. The acoustics in the premises are important, and Hannikaissali is quite okay for a choir. A well vibrant hall is still missing in Jyväskylä, which would suitable for choirs.

Question four.

What are the issues effecting the decision of rent a facility?

From scale one to five, how big of an impact the following have for the decision making?

Price

Location

Versatility

Availability

In the decision making, a price is a big issue. We practice 35 weeks a year, three to four hours at the time. Because we are an association, we fund that we have are limited. We also need sometimes rent facilities also for a weekend. It is hard to say a price, is 20 euros anything these days?

The location of the premises is not that important, because we can always have car-pooling, so that everyone can be there in the practices. The location can be in the city centre or somewhere a bit further away.

The versatility of the spaces is quite important: some auditoriums are not that well suited for our activities, because usually the desks and chairs cannot be moved. Classrooms are, in this case, more suitable because the furniture can always be moved around.

The availability is important: we need to have the same day, and the same time. Some of our members can be taking part in other activities as well, and then it would be problematic to put everything together if the time and the day are not the same during the 35 weeks that we practice in a year.

Question five.

What type of a space would the best option for you?

The vibrant of the space, as said before, is important. We could operate in a classroom, or even in a sports hall, if the hall is not huge on. We do not need that much, only free space and possible chairs to use.

Question six.

If you would considerate to rent facilities from JAMK, what would be issues effecting the decision?

The air condition is a big issue: we've had some experience on renting the premises in Rajakatu campus for practices, but we can rehearse in these premises all the time because of the situation with the air condition: it should be on the time we are practising, but not too strongly. Of course, the price is important because the price of the location is always affecting other things.

Question seven.

Could you think of a situation where you could rent facilities from JAMK with regularity?

If yes, for what type of activity would you rent the facility for?

The regularity is hard to say. We have some activities in JAMK already. We always like to rent facilities at least for a year, or for the present: we have activities on-going regularly, and year after a year.

The facilities would be rented for practices and concerts.

Question eight.

What time of a day or a week would be the best for you?

For us, the time of the day for our activities would in the evening time, and of course we sometimes have weekend long camp. The evening time practices can be during the week day or weekend. Sometimes we also have practices during the summer time. This depends whether or not we have competitions or appearances, and if we do, we need to practice also in June and July.